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Policy

LUNCHEON WITH DEPUTY DIRECTORS
AND INDEPENDENT OFFICE HEADS

9 February 1979

Four related topics

1. Uncertainty what is cleared w/DCI - DDCI
2. How to develop Agency positions
3. How transfer more to DDCI
4. How to do more with less

I DCI/DDCI role

Believe combination:

- (1) Secrecy - compartmentation;
- (2) Freedom from oversight - led to haphazardness in involving DCI or involving only in perfunctory yes/no manner

McCone

1. Over and above style - mine and Frank's to be in charge when in charge - in our fishbowl accountability and clearance routines - must be abreast
2. Moreover Agency isn't the near independent foreign policy organization it once was - nor do we want it to be - and DCI/DDCI are contact w/policy

Not a complaint we've been excluded

Not a complaint don't trust

Condemnation of us for not having defined what want -

In part took while to recognize "levers not hooked up"

Want to define so you feel more comfortable

Examples -

Supergrade personnel

Promotions to 18-17? my prerogative

All promotions to be cleared

Assignments

One or other everyone on master org chart;

Some COS

Some Chief Support

Some Chief OTS

25X1

NFAC

Important interagency assess disagreements

Use of consultants

Hi level foreign dissem

Sens foreign dissem

For dissem sens countries

DDA

Comm problems requiring reduction/elimination

Grievance/EEO cases - general or public problem

Major security violations

One objective - review less - more specific - selective

DDCI define

II Develop Agency positions

No mech other paper work chop for developing

No group looking from DCI - Agency viewpoint

Morning mtg inadequate

Uncomfortable

Revitalize EAG

Forum developing Agency views

DDCI manage

Taylor staff

DCI/DDCI decide

IO's participate as needed

III DDCI

Not following E.O. closely enough

SALT bringing to head

Bottleneck

DDCI uncork

Take action, period

Take action and advise

Advise and get general guidance and take action

Pass up

Address - via DDCI; to DDCI

Signature - omit except when absolutely clear

IV More with less

Persuaded little chance of Δ

Want ensure best allocation

Want ensure frugality

Policy decisions in EAG will lead to reallocation

Persuaded important changes in emphasis overdue

Pressure of \$/manpower squeeze is often only
forcing mechanism

Think we're short, but not in where we'd put it if had more.